

DOCUMENT RESUME

ED 415 449

CG 028 180

TITLE Juvenile Justice: Building a Safer Future. Florida
Department of Juvenile Justice Annual Report, 1996-97.
INSTITUTION Florida State Dept. of Juvenile Justice, Tallahassee.
PUB DATE 1997-11-00
NOTE 26p.; Photographs may not reproduce well.
PUB TYPE Reports - Descriptive (141)
EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Correctional Rehabilitation; *Delinquency; Elementary
Secondary Education; Juvenile Courts; *Juvenile Justice;
*Prevention; Program Descriptions; Safety; *State Programs
IDENTIFIERS *Florida

ABSTRACT

The document begins with a Department of Juvenile Justice overview which lists program priorities and budget information. The department has three priority issues (public safety, partnerships, and accountability) which are covered in detail. Focal areas for addressing public safety include prevention efforts, prevention and diversion grant funds, children-in-need-of-services and families-in-need-of-services, intervention tactics, detention, the interstate compact on juveniles, commitment services, and after-care services. Ways in which partnerships are fostered through district boards and county councils, the Florida Business Partners for Prevention, direct service volunteer coordination, and the Faith Community Network Initiative are also described. The last priority, accountability, in which all agency operations are held responsible for efficient and appropriate operations, is fulfilled by the Juvenile Justice Advisory Board; Office of the Inspector General; quality assurance measures; efforts to build equitable programs, services, and practices; and the Juvenile Justice Information System. (RJM)

* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *

FLORIDA DEPARTMENT OF
Juvenile Justice
ANNUAL REPORT
1996-97



PERMISSION TO REPRODUCE THIS
MATERIAL HAS BEEN GRANTED BY

Susan Bisbee

TO THE EDUCATIONAL RESOURCES
INFORMATION CENTER (ERIC).

BEST COPY AVAILABLE

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

☒ This document has been reproduced as
received from the person or organization
originating it.

☐ Minor changes have been made to improve
reproduction quality.

☐ Points of view or opinions stated in this docu-
ment do not necessarily represent official
OERI position or policy.



FLORIDA DEPARTMENT OF
Juvenile Justice

ANNUAL REPORT

1996-97

Juvenile Justice: Building a Safer Future



DEPARTMENT HEADQUARTERS

2737 Centerview Drive
Tallahassee, FL 32399-3100

850/488-1850

www.djj.state.fl.us

November 1997



Calvin Ross, Secretary
Woodrow Harper, Deputy Secretary

Susan Bisbee, Executive Staff Director
Legislative Affairs, Boards & Councils Coordination,
Public Information, Florida Business Partners for
Prevention

**Elaine Bryant, Assistant Secretary for Management &
Budget**
Comptroller, Budget & Grants, Finance & Accounting,
General Services, Personnel Management,
Management Information Systems

Susanne Casey, Assistant Secretary for Executive Services
Data & Research, Contracts Administration, Statewide
Contract Management, Facility Services, Staff
Development, Correspondence Control, Quality
Assurance

Janet Ferris, General Counsel
Legal Affairs

**George Hinchliffe, Assistant Secretary for
Programming and Planning**
Detention and Commitment, Interstate Compact,
Prevention and Intervention, Community Partnership
Grant Program

Perry S. Turner, Inspector General
Investigations, Background Screening, Internal Audit

Rex Uberman, Deputy Secretary for Operations
District Support Services, Juvenile Justice Managers,
Dozier Training School

Building
a Safer
Future



Florida Department of Juvenile Justice

VISION

The Department of Juvenile Justice envisions a safer Florida where people experience the benefits of life resulting from the reduced risk of harm caused by juvenile delinquency.

MISSION

The mission of the Department of Juvenile Justice is to provide a full range of programs and services to prevent and reduce juvenile delinquency in partnership with families, schools, communities, businesses, law enforcement and other agencies. We are committed to a balanced approach that increases public safety, provides department and offender accountability, and affords opportunities for youths to develop into responsible citizens.

PRIORITY ISSUES

To attain this balanced approach, the department addresses three priority issues in the *Agency Strategic Plan: 1996-2001*, as follows:

1. Increase public safety by reducing the per capita number of crimes committed by juveniles through: (a) improving the effectiveness and increasing the number of outcome-based delinquency prevention and early intervention programs for at-risk youths; and (b) providing for appropriate and effective levels of detention and commitment programs and services.
2. Promote local government and community involvement by creating partnerships focused on delivering juvenile justice programs and services specific to district needs and increasing public awareness of the department's mission.
3. Build accountability, effectiveness and efficiency measures into the juvenile justice system through promoting: (a) program and services quality assurance; (b) technological enhancement; (c) qualified work force; (d) culturally-competent, and gender and racially-equitable programs, services and administrative practices; and (e) conservation of tax dollars.

The person who had the most positive impact in my life would have to be my grandmother.

She followed me up when things got rough, because my birth mother had a drinking problem and a severe drug problem. My mother was never there—she always chose drugs and alcohol over me.

It was hard growing up. The only care I had was when something went wrong or I was completely stuck with no food or a place to stay. My grandma always took me in with open arms, and at age five you still remember the sweet things someone did for you. Even being seventeen years of age you still kick back with a frown, wondering why life had to be so complicated. I would do anything for that poor old woman, even if it came down to giving her a body organ. She was a very positive person to me through my rough life, and when times were taken away with sadness.

I appreciate that one role model I had. Gold or rich material things can never replace that one woman who took me in and gave up everything she had planned to raise me up and teach me right from wrong, and to always be there around the holidays and give me the spirit of imagination.

I love you, Grandma!

Christian, a juvenile offender
Juvenile Justice Week District Winner
"The Person in My Life Who Has Had the Most Positive Impact"



A MESSAGE FROM THE GOVERNOR

Dear Floridians,

Public safety is a top priority of this administration. Secretary Calvin Ross and the Department of Juvenile Justice work hard everyday to prevent juvenile crime and keep our communities safe from dangerous repeat offenders.

Florida has become a leader in addressing juvenile crime with many successful programs in prevention, intervention, and detention. Through the department, we are implementing a tough, smart and honest plan that prevents and punishes juvenile crime.

We need every Florida citizen involved in promoting public safety. The Florida Department of Juvenile Justice has made great strides to reach each member of our community through its integrated partnerships. This kind of grassroots connection is part of the key to keeping more of our kids off the street and out of trouble. We know that dealing with juvenile justice problems on the front end makes sense—and helps prevent costly prison space later.

Let's do everything in our power to protect our state's most precious natural resource—our children. The Florida Department of Juvenile Justice will continue to add innovative programs and services that have a real and lasting impact on our kids. Working together with local communities, we are building a stronger, safer Florida.

Sincerely,

LAWTON CHILES
Governor



Governor Lawton Chiles



Lt. Governor Buddy Mackay



A MESSAGE FROM THE SECRETARY



Secretary Calvin Ross

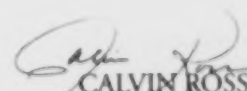
The Department of Juvenile Justice celebrated its third anniversary on October 1, 1997. We are proud to bring you this 1996-97 Annual Report which provides an overview of the department and its role in the juvenile justice system.

The Florida Department of Juvenile Justice is building a safer future for all Floridians—our stakeholders—by addressing the priority issues of public safety, partnerships and accountability. Building a safer future is not done solely with “bricks and mortar!” Creating new facilities to house juveniles after they have committed crimes is one response to a community illness—a treatment, not a cure. The long-term solution to juvenile delinquency requires a holistic approach. It requires local partnerships that provide a full array of resources needed to construct and maintain healthy families, healthy children, and healthy communities, particularly in programs and services aimed at prevention and early intervention of juvenile delinquency.

Juvenile crime problems will be solved by people—parents, youths, business representatives, members of the faith community, and servants of the public—working together to help one child at a time make the right choice.

As you read this report, I challenge you to envision yourself as part of the many prevention, intervention and placement projects and programs discussed. Picture yourself as part of the team, part of the solution. Help us build a safer future for Florida.

Sincerely,


CALVIN ROSS
Secretary



DEPARTMENT OVERVIEW

The Department of Juvenile Justice is statutorily mandated to address the following aimed at:

- Improving early intervention, delinquency prevention and diversion programs for youths at risk of becoming delinquent;
- Expanding school and educational resources and programs for dropout prevention, truancy and intervention; and
- Planning and managing programs for Children-In-Need-of-Services (CINS) and Families-In-Need-of-Services (FINS), community supervision services, detention centers, community-based commitment programs, and other delinquency institutions and facilities.

In order to meet these legislative challenges, the department developed an agency strategic plan that establishes the guidelines for a system of services for youths. The system begins with prevention programs which provide youths with alternatives to criminal behavior. Early intervention and diversion programs are provided to redirect juveniles from delinquent behavior as soon as possible. Detention and commitment programs are for those youths who become more deeply involved in the juvenile justice system. As a final component of the system, after-care programs are designed to help youths re-enter society. Together, these programs help turn around the lives of delinquent youths so they become responsible citizens in their communities.

Although focus is placed on prevention and rehabilitation, for those juveniles who commit criminal acts, the department:

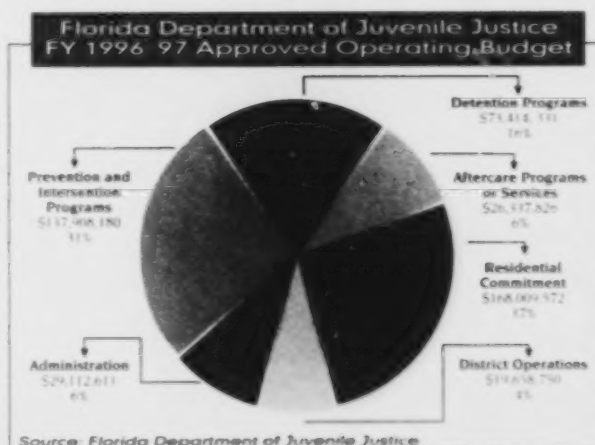
- provides home detention and electronic monitoring;
- continues to use secure detention for serious juvenile offenders;
- continues to improve case management; and
- imposes sanctions through an increasing number of effective after-care and commitment programs.

To evaluate the return on Florida's investment in juvenile justice programs and services, the department also has implemented a quality assurance system that monitors these programs and services. Programs not meeting minimum standards will be offered technical assistance. Programs that continue to fall below expectations will be discontinued.

The department actively pursues public opinion and suggestions for improving the Agency Strategic Plan on a yearly basis. The planning process includes input from juvenile justice county councils and district boards.

Implementation of community-based strategies helps build a safer future. Partnerships are created at all levels, providing public participation in the decision-making process with input from families, civic organizations, schools, law enforcement, the judiciary, state and local government, churches and synagogues, businesses, community leaders, parents and youths.

In FY 1996-97, the department had an operating budget of \$454,441,270 and a total of 4,782 full-time employees. The department is overseen by an executive management team which includes the Secretary, Deputy Secretary, General Counsel, Inspector General, Deputy Secretary for Operations, Assistant Secretary for Management and Budget, Assistant Secretary for Programming and Planning, Assistant Secretary for Executive Services, Executive Staff Director, 15 District Managers and the Superintendent of the Arthur G. Dozier Training School. The executive management team, and the areas they manage, work together to address the three priority issues in the department's strategic plan.



Department employees in the 15 districts operate and implement programs and services that make up the juvenile justice system. More than 85 percent of juvenile justice programs in the state are contracted to private providers for operation. In most cases, the district juvenile justice manager and staff administer and oversee these contracts. The district offices are responsible for developing new programs and services to meet the needs of their varied communities. They work closely with the juvenile justice stakeholders in their districts to ensure appropriate planning and coordination of all efforts related to the juvenile justice system.

The department uses a systemic approach to ensure public safety, create partnerships and build accountability.

PRIORITY ISSUE 1



Public Safety

Public awareness of the rapid rise in the number of crimes committed by juveniles and projected juvenile population growth has fueled citizens' concern for public safety.

Therefore, increasing public safety by reducing juvenile crime is the department's number one priority. Public safety is addressed through both prevention and intervention programs as well as detention, commitment and after-care programs.

PREVENTION

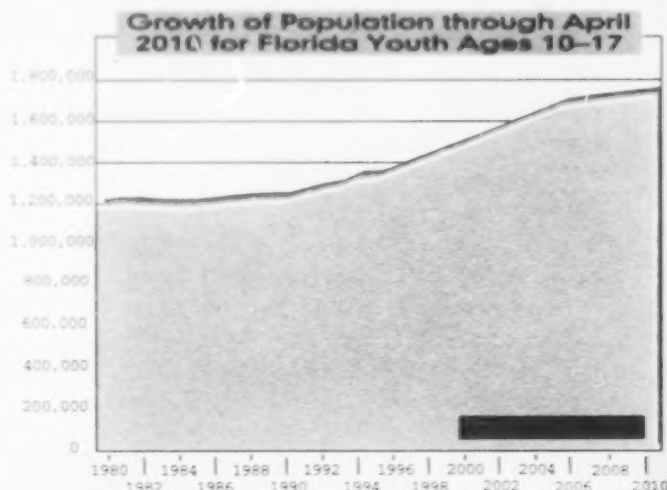
Along with the support of the community and effective family support, prevention and early intervention programs can help prevent juvenile crime and increase public safety. Prevention programs are designed to reach youths before they enter the juvenile justice system. It is the department's philosophy that these programs are the best approach for the long-term solution of juvenile crime in the community. The department's goal is to improve the effectiveness and increase the number of outcome-based delinquency prevention and early intervention programs.

As a guide to reaching this goal, the department published *Preventing Delinquency: A Path to the Future*. This plan provides a framework for planning, funding and evaluating prevention and early intervention policies, practices and services. By focusing on delinquency prevention, juvenile crime will decrease and public safety will be enhanced.

The prevention plan focuses on four identified major components that impact a child's healthy development in the family and community. Research indicates that if effectively implemented at the prevention and early intervention levels, programs addressing the following four major components will reduce the rate of delinquency:

- **Staying in School:** facilitating successful educational achievement in appropriate learning environments;
- **Keeping Busy:** increasing opportunities for accessible, structured and supervised time outside the formal learning environment;
- **Living Violence-Free:** reducing violence in the community, at school and at home; and
- **Getting a Job:** increasing the opportunities for successful employment through the development of a youth's employability skills.

Standard outcome measures for prevention have been developed to assure that prevention and early intervention programs will prove to be effective. A data collection system for prevention programs is now operational and analysis of program data should be available during FY 1997-98.



PREVENTION AND DIVERSION GRANT FUNDS

The 1996 Legislature appropriated \$6.7 million in general revenue to the department for prevention and diversion programs. The funding was awarded through a grant process to 137 community-based organizations statewide for program areas such as prevention and diversion, after-school diversion, minority over-representation, and high-crime neighborhood mentoring. District juvenile justice boards and county councils reviewed many of the grants and made funding recommendations to the Secretary.

District 5: The SMART Choices after-school diversion program in Pinellas County serves a minimum of 50 early offenders in the juvenile justice system ages 10 to 15, along with their families. Youths are diverted from formal court proceedings and attend this program after school, during the week and on Saturday. Services include assessment and referral, counseling, academic assistance and tutoring, life skills training, vocational training, structured recreation, fine arts workshops, community service projects and parent support classes.



Pictured are the District 2 prevention and diversion grant recipients, along with District 2 Juvenile Justice Managers and DeVolentour (second from left, top row). More than \$256,000 was awarded to eight community-based prevention and diversion programs in the district.



The Community Juvenile Justice Partnership Grant Program, funded through the Motor Vehicle Theft Prevention Trust Fund, awarded approximately \$5 million in FY 1996-97 to 125 local programs. Funding recommendations are made by district juvenile justice boards and county councils based on their local juvenile justice plans. The Community Juvenile Justice Partnership Grant Program funds prevention and intervention programs that must, by statute, target reduction in juvenile crime, reduction in truancy, reduction of in-school and out-of-school suspensions and expulsions, or enhancement of school safety.

District 3: The Community Resource Center is a Juvenile Crime, Truancy, Suspension and Expulsion Diversion Program operated by the Lake City Police Department. This after-school program provides 10 to 17 year old at-risk youths a safe place to go with a structured environment. The center operates five days a week, from 3 p.m. to 8 p.m., during the school year and is open all day during summer months. The center provides a computer learning lab and tutoring services as well as recreation and games.

The Governor's Juvenile Justice and Delinquency Prevention State Advisory Group, in conjunction with the department, administered more than \$3.3 million for programs in 1996-97. This money is received from the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP). Program areas funded include Title V grants for community planning and Title II grants for 23 prevention and diversion programs. Also funded by OJJDP is the Challenge Grant Program which has four pilot demonstration programs located in Dade, Jackson, Palm Beach and Pinellas counties, that help prevent delinquency among girls. In addition, the Challenge

Grant funded a research project to develop an in-depth female offender profile and an evaluation study of alternatives to school suspensions.

Practical Academic Cultural Education

PACE (Practical Academic Cultural Education) Center for Girls, Inc., continues to be an integral part of the juvenile justice system. This program specifically works with females between the ages of 12 and 18 to prevent or reduce running away from home, being truant, exhibiting out-of-control behaviors, dropping out of school, and teenage pregnancies. PACE expanded in 1996-97 and now operates in 11 districts.

PACE programs have been evaluated and have proven to be effective in working with troubled females. According to PACE program reports, 70 percent of program participants graduated from high school or returned to their home school; less than 10 percent entered or re-entered the justice system; less than 10 percent experienced a teenage pregnancy during enrollment; overall grade point averages for program participants increased more than 71 percent; post-enrollment reports indicate that sexual abuse of girls in the program was reduced by 67 percent; and the number of girls employed following enrollment doubled.

Multisystemic Therapy Program

Multisystemic Therapy (MST) is a family preservation program designed to treat serious antisocial behavior in adolescents and their families. The program's emphasis is on promoting positive behavior changes through the youth's natural environment such as family, peers, friends, school, parents, workplace, and other community partners. Problems in the family system are identified and targeted for change; strengths in the family system are likewise identified and used to facilitate change.

The MST program in District 4, Duval County, works with serious chronic offenders. In District 1, Escambia County, the Family-Focused Justice/MST Program was established in March 1997, to specifically address cases of domestic violence coupled with substance abuse. This year-long program provides intensive in-home and community-based services. The youth and family are monitored extensively by the presiding judge.

District 5 and 6: The Youth Art Core and Juvenile Justice Art Program is a cooperative effort between Pinellas, Pasco, Hillsborough and Manatee counties. This program is designed to bring the arts (visual, literary and performing) to youths and helps them channel their energy into positive behavior. This initiative involves youths in the arts to prevent them from entering the juvenile justice system or from increasing delinquent behavior if they are already in the system.

CHILDREN-IN-NEED-OF-SERVICES AND FAMILIES-IN-NEED-OF-SERVICES

Children-In-Need-of-Services and Families-In-Need-of-Services (CINS/FINS) programs assist families in which a youth has begun to exhibit at-risk behavior (e.g., running away, truancy, or ungovernability).

The intent of CINS/FINS services is to promote the stability and strength of the family unit and to prevent entry into the juvenile justice and child welfare systems. The department contracts with private agencies to provide CINS/FINS services. Services are provided 24 hours a day, seven days a week. Core services include outreach and prevention, centralized intake, individual, group and family counseling, and temporary residential services. These providers also deliver services such as truancy intervention, prevention outreach, family counseling, independent living skills training, "safe place" coordination and community youth development.

According to the Florida Network of Youth and Family Services, the association of CINS/FINS providers, more than 56,000 youths and their families received services during 1996. Between 1995 and 1996, the number of open cases increased by 24 percent for all the CINS/FINS agencies statewide. In an attempt to respond to the increasing number of youths, the department has recently added a staff of 10 CINS/FINS attorneys statewide who are handling 354 active judicial cases.

It is estimated that 85 percent of the youths served return to their homes. Additionally, 94 percent of youths surveyed remained in their homes or in appropriate placement for six months after receiving services. Eighty-

three percent of youths receiving CINS/FINS services have not had further contact with the judicial system, according to the Florida Network of Youth and Family Services.

In FY 1996-97, two new runaway shelters were opened in Okaloosa and St. Johns counties to provide responsive services to children and families in more rural areas of Florida. Plans are underway to open facilities in Putnam, Columbia, Lake, Charlotte and Manatee counties in the next fiscal year.



Youths learn educational skills such as automobile maintenance and repair at the Arthur G. Dozier Training School, a Level 8 commitment program.

District 10: The Lutheran Ministries' Lippman Family Center of Broward County is a CINS/FINS community counseling program for families experiencing problems with children up to age 18. The center provides an array of services including case management, community outreach, client intake services, and youth and family counseling.

INTERVENTION

Intervention services include non-residential, community-based programs, as well as case management (e.g., detention screening, intake and community supervision), after-care services, day treatment, independent living, and juvenile assessment centers.



Delinquency Case Management

Delinquency case managers are those employees of the department who supervise delinquent youths on community control and provide intake services to all youths referred to the department for alleged delinquent acts. The focus of case management is to recommend and implement interventions that will prevent further acts of delinquency by the offender. Case management services are community-based and are a cost-effective means of ensuring public safety while keeping youths at home.

Similar to correctional probation officers, delinquency case managers make recommendations to state attorneys and courts regarding the disposition of cases, provide direct supervision services to youths placed on community control by the court, monitor youths' compliance with the conditions of community control, interact with residential and non-residential commitment and treatment programs, and coordinate with after-care staff in performing their daily duties. Delinquency case managers also provide and coordinate assessment activities, including detention screening, risk and needs classification, recommendations to the state attorney, and pre-disposition reports and recommendations for the court. Case managers performing intake services recommend formal judicial sanctions, as well as non-judicial diversion programs for appropriate offenders when possible.

- There are 990 career service Delinquency Case Managers and Senior Delinquency Case Manager positions throughout the state.
- In FY 1996-97 108,324 individual youth representing 173,447 cases were referred to Delinquency Case Management for intake services.
- During the same period, 24,821 youths were placed on community control.

DETENTION

Crime rates and changes in detention admission criteria have led to a 70 percent increase in detention admissions over the past five years. According to the Florida Department of Law Enforcement, juvenile arrests increased 19 percent between 1992 and 1996. Arrests for violent crimes (murder, forcible sex offenses, robbery and aggravated assault) increased two percent over the same period. These increases and changes in detention admission criteria have placed a strain on Florida's juvenile detention system.

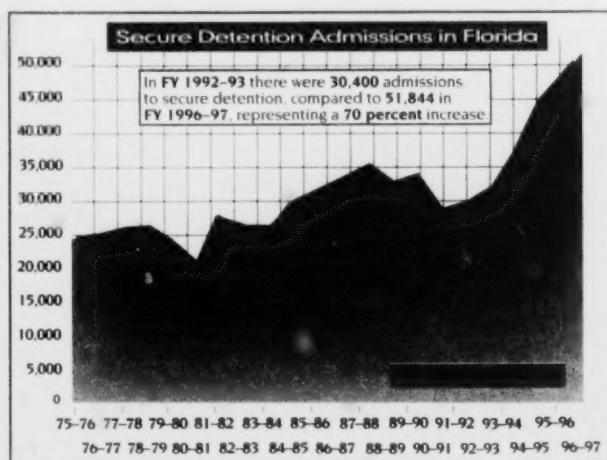
Detention is the placement of a youth in the department's care, custody, and control while awaiting court action or placement in a commitment program. Detention is classified as secure, non-secure or home-detention. Youths must meet statutory criteria using a risk-assessment instrument in order to be placed in detention care. The mission of detention is to protect the community, provide a safe and secure setting for staff and youths, and to ensure juveniles detained will be available for scheduled court hearings.

Programs in detention centers are developed to meet a youth's educational, physical training, mental health, and physical needs. Secure detention provides structured activities and academic classes throughout the day while school, parental supervision, and community youth leaders play important roles in the lives of youths in home and non-secure detention care.

Coupled with recent funding, the implementation of additional prevention and intervention programs, the opening of new residential commitment programs and the construction of new detention centers, the situation of detention center overcrowding is being addressed. Eight new detention centers have been approved by the Florida Legislature and are under construction or are in the design phase.

In preparation for projected increases in detention admissions, the department will seek appropriate funding, develop plans to expand existing facilities and implement a life skills curriculum statewide in detention centers. The department will also provide improved training for detention staff in the areas of safety, security, department policies, programming, professionalism and will improve facility transportation.

District 14: The Youth Educational Services (YES) project at the Polk County Detention Center is one of the quality educational programs that provides two hours of supplemental instruction and active programming each Monday through Saturday. Subjects include life skills, GED preparation and gender-specific topics. The state has contracted with the Polk County School Board and Human Services Associates, Inc., to provide these services.



Programming for detention centers includes daily exercise routines and on-site education.



Detention Inspections by Secretary Ross



Concerned about public safety, increasing numbers of juveniles, and aging conditions of detention centers, Secretary Ross personally inspected each of Florida's 20 detention centers during fiscal year 1996-97. His focus was to assess programs and conditions in all the detention centers and to determine systematic issues that require additional resources, funding, or policy and procedural changes. As a result, needs were identified in the areas of security, safety, facilities, maintenance, education, programming, human resources and health services.

Many immediate changes were made subsequent to the inspection team's findings. In addition, the team identified exemplary practices that could be replicated in other centers to make the most efficient and effective use of detention resources.

INTERSTATE COMPACT ON JUVENILES

The Interstate Compact on Juveniles (ICJ) was developed in 1955 in order to transfer non-delinquent runaways and delinquent juveniles across state lines. Florida currently has the largest ICJ caseload in the nation. As of February 1997, there were 2,592 active supervision cases being monitored through ICJ. An average of 150 new supervision cases and approximately 80 juvenile extradition cases are received each month. Florida was instrumental in developing an official training curriculum for the National Association of Juvenile Compact Administrators which was adopted by its membership at the 1996 Annual Meeting and will be used as the uniform training process nationwide.

COMMITMENT SERVICES

Commitment programs provide safety and security for the public. They are designed to provide accountability for offenders' delinquent behaviors by providing discipline, control, rehabilitative treatment and punitive sanctions. A residential program placement is called a "commitment bed." A non-residential program placement is called a "slot." Commitment programs for delinquent youths include:

- Minimum-risk, non-residential programs (Level 2), such as day treatment and community supervision,



- Low-risk, residential programs (Level 4), such as family group homes and short-term wilderness programs,
- Moderate-risk, residential programs (Level 6), such as bootcamps, dual diagnosis programs and intensive vocational work programs,
- High-risk, residential programs (Level 8), such as bootcamps, serious habitual offender programs, sex offender programs, and
- Maximum-risk, residential programs (Level 10) for serious, chronic, and violent offenders.

During FY 1996-97, the department's commitment capacity increased by 1,063 residential commitment beds and 484 non-residential commitment slots, reaching a total of 4,201 beds and 3,384 slots throughout the state for end of FY 1996-97. This represents a 26 percent increase in Florida's commitment capacity compared to FY 1995-96.

Proportion, of Florida's Youths Ages 10-17 for Each District, Referred and Committed FY 1996-97

LOCATION	# of at risk youth	% of total population	% of all youths referred	% of all youths committed
District 1	65,567	5%	4%	6%
District 2	65,303	5%	4%	5%
District 3	49,507	4%	3%	3%
District 4	114,122	8%	8%	12%
District 5	96,298	7%	8%	7%
District 6	114,149	8%	10%	8%
District 7	179,478	13%	13%	13%
District 8	90,174	6%	6%	6%
District 9	85,860	6%	6%	4%
District 10	128,852	9%	9%	7%
District 11	227,089	16%	13%	7%
District 12	39,637	3%	4%	3%
District 13	62,217	4%	4%	3%
District 14	55,114	4%	5%	7%
District 15	39,998	3%	3%	3%

Bureau of Data and Research

As we look to the future, the department will increase resources to bring additional residential commitment beds on line, implement specialized programs for sex offenders and delinquents with mental health disorders, and implement gender-specific programs for girls. In addition, the department will maximize existing residential commitment resources to more effectively and efficiently protect the public and provide offenders with the skills needed to become successful citizens.

District 9: The Palm Beach Marine Institute is a minimum-risk, non-residential commitment program serving youth on community control or youths committed to the department. The Associate Marine Institute (AMI) programs use marine science activities such as boating, scuba diving, boat navigation and fishing to involve youths with educational and vocational programming. An active community advisory board is the link to creating numerous opportunities for youths in the community.

District 15: Eckerd Family Youth Alternative, Inc., a minimum-risk, non-residential commitment program, serves both boys and girls. The program emphasizes community service instilling the concepts of individual dignity, self-esteem and self-improvement balanced with community protection and accountability. Since early 1996, the program has served as a model for the development of social bonds which have provided effective deterrents to delinquency.

District 6: The Hillsborough Group Treatment Home is a low-risk residential program that serves up to nine boys ages 10 to 13. It provides a family-like environment for young males who attend on-site schooling, receive individual and group counseling and receive special attention for their medical conditions.

District 8: YMCA Character House, which opened August 1996, is a unique commitment facility serving levels 4 and 6 girls. This facility is dedicated to serving the special needs of pregnant females committed to the department. Provided the medical needs of the infant can be met, a Character House resident may keep her infant with her. The length of stay for both levels averages five to six months. This is currently the only commitment

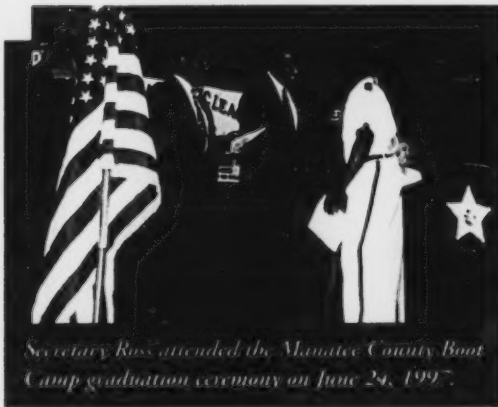
program for pregnant teens in the State of Florida.

District 13: The Eckerd Long-Term Wilderness Camps of E-How-Kee and E-Kel-Etu have well-integrated education and treatment components. Skills training is included in each class, lesson or group meeting. A strong community service component includes landscaping, clean-ups, service to the elderly, food drives, and work with Habitat for Humanity.



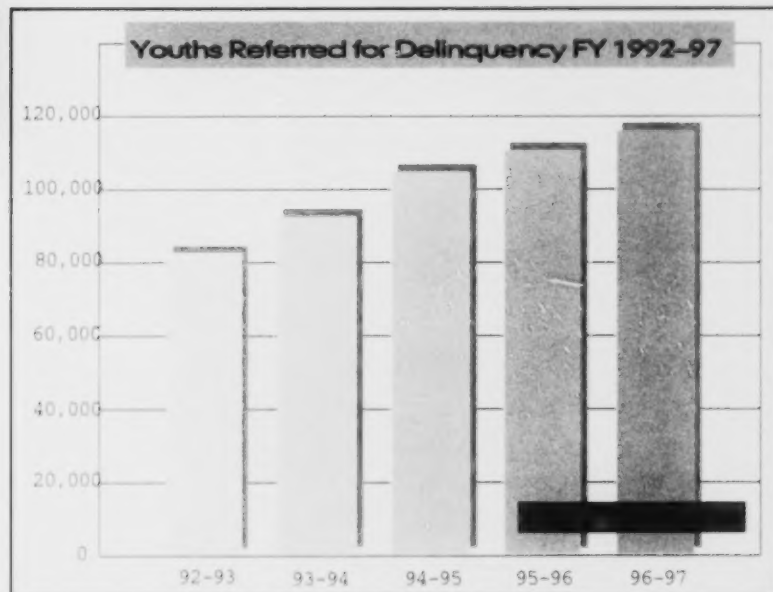
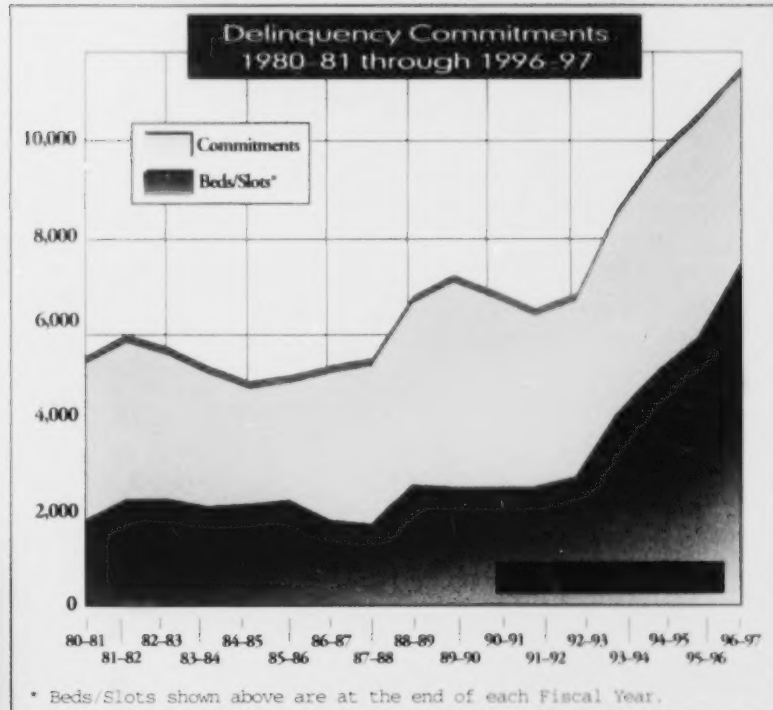
District 2: The Bay County Sheriff's Boot Camp, in conjunction with Gulf Coast Community College, has developed a Drill Instructor Certification Program.

District 7: The Orange County Boot Camp was completed in June 1997. It is the seventh and newest boot camp to be operated in the state. The Orange County Sheriff's Office operates the program which provides the educational, vocational and therapeutic components necessary for youths to return to the community and contribute positively to society.



Secretary Ross attended the Manatee County Boot Camp graduation ceremony on June 24, 1997.

District 6: Omega, located in Manatee County, is one of the two maximum-risk programs in Florida. The program serves boys, ages 15 to 19. Omega provides a strong military regimen of discipline, exercise and education to its youths. The educational program is provided through the Manatee County School Board.





Youth Development Centers

Prompted by three needs—public safety, provision of long-term custody of and treatment for youths, and the deterrence of youths from entering the adult criminal justice systems—the Florida Legislature appropriated operating funds for two 350-bed commitment facilities located in Pahokee and Polk City. The department opened the two **Youth Development Centers** in FY 1996-97. These facilities are large, physically-secure congregate-living programs.

The programs are based on a multidisciplinary treatment approach. While in these facilities, a multidisciplinary team of educators, youth workers and clinicians implement an individualized performance contract for each offender. Within the institutional setting, services such as behavior management, academics, vocational training, mental health, substance abuse prevention, physical fitness and health care are addressed. Juvenile offenders are trained, educated, and taught vocational and job skills.

The **Pahokee Youth Development Center**, which opened on January 24, 1997, in District 9, is a moderate-risk, residential program. The average length of stay in this facility is six months. The **Polk Youth Development Center**, which opened on December 26, 1996, in District 14, is a high-risk, residential commitment program. Both facilities are physically secure and are designed specifically for chronically-delinquent and difficult-to-manage juvenile offenders.

AFTER-CARE SERVICES

After-care services provide a vital component in the successful transition of youths from residential programs to their homes. While receiving these after-care services, each youth remains in legal custody of the department on committed status. After-care services for youths released from moderate-, high-, and maximum-risk programs are designed around two primary models: intensive community supervision (re-entry) or intensive after-care (day treatment). In addition, these youths receive priority consideration for independent living resources allocated to the department.

Re-entry services are both state-operated and contracted. Re-entry combines small caseloads with intensive services that begin while the youth is in the residential setting. Transition planning from that setting is jointly conducted by the re-entry case manager and the program staff. Youths on re-entry status are expected to be in school, vocational training, or an employment setting. Re-entry case managers work with local stakeholders such as law enforcement, school officials, and community-based agencies to ensure that youths receive intensive supervision and needed services. Services in addition to supervision include individual and family counseling, referrals to local agencies, restitution, and community service. The targeted caseload for a re-entry case manager is eight to twelve youths in the community, and four youths in the transition planning stage.

Intensive after-care is day treatment that is initially a seven-day-a-week service with hours extending into the evening. This facility-based program provides non-residential services for youths until they are ready to attend public school or enter an employment setting. Each youth receives structured intensive supervision, individual and family counseling, education and employment services, life skills training, recreation, and referral to needed community services. Youths with victim restitution and community service sanctions are required to meet their obligations.

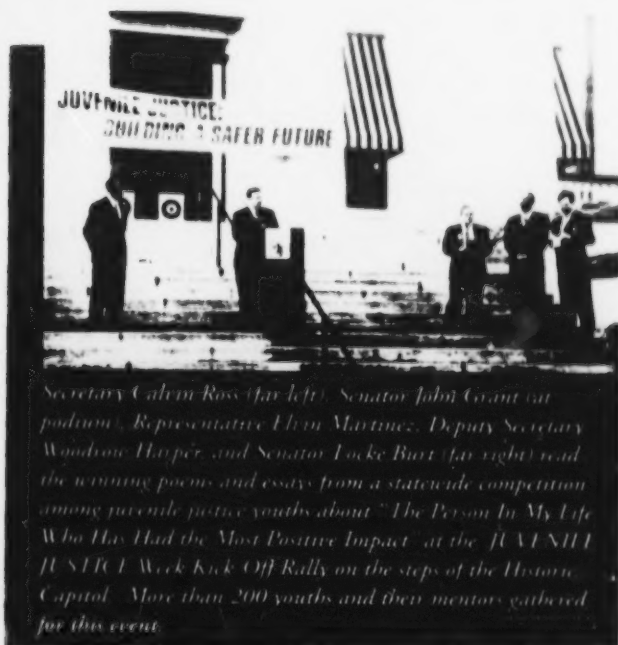


The Pahokee Youth Development Center opened January 24, 1997. This is a 350-bed moderate-risk residential program.

PRIORITY ISSUE 2

Partnerships

A single agency cannot change the system. Government entities at all levels and local communities must be involved in the process of creating and delivering juvenile justice programs. Working to develop and implement partnerships which improve the juvenile justice system is central to the mission and services of the agency.



Secretary Calvin Ross (far left), Senator John Grant (at podium), Representative Elvin Martinez, Deputy Secretary Woodrow Harper, and Senator Locke Burt (far right) read the winning poems and essays from a statewide competition among juvenile justice youths about "The Person In My Life Who Has Had the Most Positive Impact" at the JUVENILE JUSTICE Week Kick Off Rally on the steps of the Historic Capitol. More than 200 youths and their mentors gathered for this event.

DISTRICT BOARDS AND COUNTY COUNCILS

Two of the primary avenues for community partnerships are through the district juvenile justice boards and county councils created by the 1993 Florida Legislature to involve local communities in the planning and development of local juvenile justice services and programs. Since their establishment, the boards and councils have involved thousands of local leaders and citizens in addressing the issues of juvenile crime in their communities. As partners with the department, the boards and councils have participated in various statewide efforts and have undertaken local initiatives to meet the needs of their communities.

The membership of the county councils provides for broad participation and involvement of the stakeholders in the juvenile justice system and includes school superintendents, teachers, school counselors, local government officials, juvenile justice professionals, members of law enforcement and the judicial system, social service professionals, the business community, clergy, parents, youths and any interested community member. The county councils designate members who serve as representatives on the district juvenile justice board. Juvenile justice boards and councils are active throughout the state, covering all 67 counties and 15 districts in Florida. While the size and structure of the groups vary, the boards and councils have more than 2,700 members who are local stakeholders directly involved in addressing juvenile justice issues in their communities.

The juvenile justice boards and councils provide a valuable volunteer resource in Florida's fight against juvenile crime. Working in partnership with the department, these groups organize and meet on a regular basis to assist the department in its statewide and community efforts. Each year, more than 700 board or council meetings are held. In FY 1996-97 the boards and councils provided more than 30,000 volunteer hours—or 3,870 work days—to juvenile justice efforts in their communities.

Communication with the boards and councils throughout the state is critical to their continued awareness of and involvement in juvenile justice issues. During the past year, Secretary Ross held quarterly meetings with the district board chairs and visited board and council meetings in his travels throughout the state. The department routinely sent out *Update Memos* to all the board and council chairs to keep them advised of statewide department activities and issues of interest relating to juvenile justice. The input and involvement of the boards and councils in the legislative process were a vital part of the department's legislative activities during the year. They assisted in mapping the department's legislative budget requests and identifying substantive legislative issues. During the session, the department advised the boards and councils of legislative meetings, bill activity and budget issues through a series of *Legislative Notices* and *Legislative Alerts* distributed on a regular basis.





A number of the board chairs worked with department staff to develop a *Board and Council Handbook* as a resource guide. A brochure for use in recruiting new members and informing the public about the boards and councils also was developed and distributed statewide.

The first statewide training workshop for boards and councils was held in September 1996, providing a forum for representatives from boards and councils to share information and learn about a variety of issues, such as planning, business partnerships, the legislative process and prevention programs. Governor Lawton Chiles addressed the boards and councils at this meeting and stressed the important role they play in building a safer future.



Pouellay Juvenile Justice County Council meeting. Monthly meetings similar to this one are held around the state by various county councils.

District 12: BRIDGES (Building Respect, Independence, Development and Growth Through Extended Services), a program located in Volusia County built on cooperation and collaboration between parents, schools, and community services, is a cooperative effort of the Department of Juvenile Justice, Office of the State Attorney, Volusia County Schools, the Department of Children & Families, and the Safe and Drug Free Schools program. This comprehensive family-based program is designed to assess the needs and problems of the families, and youths between the ages of 10 and 16. Siblings are encouraged to participate. Program services offer weekly sessions for eight weeks and provide guidance, support and information to parents so they may better understand the behaviors, actions, and motivations of their children. Upon successful completion of the program by parents and youth, the Office of the State Attorney may drop the charges against a youth referred by their office.

FLORIDA BUSINESS PARTNERS FOR PREVENTION

Florida Business Partners for Prevention is a public-private partnership providing business expertise to the department in the areas of prevention and intervention programs, job training for juveniles, and as needed by Secretary Ross and the executive management team.

This group of volunteers sponsors the Governor's Community Investment Awards to honor businesses voluntarily involved in juvenile delinquency prevention and intervention programs. In 1997, seven companies (representing nine separate initiatives to provide young people with positive outlets and alternatives to criminal behavior) were award recipients. The young people served by these seven businesses range in age from 4 to 18 years old. The winning businesses alone served more than 3,900 youths and provided the personnel resources of more than 350 employees. Since the first awards program in 1995, a total of 24 businesses have been recognized for their voluntary involvement in juvenile crime prevention.

1997 Governor's Community Investment Awards Winners

Governor's Special Recognition: Barnett Banks, Inc.—Duval County

This corporation and its affiliates received an award for three statewide programs: **Take Stock In Children**, **Barnett—PACE Volunteer Initiative**, and **Barnett—AMI Volunteer Initiative**.

Governor's Special Recognition: Barnett Bank, N.A., Jacksonville—Duval County

Barnett Bank, N.A., Jacksonville also received a Governor's Special Recognition Award for assisting the Duval and Clay counties **Take Stock In Children** lead agency, **Communities In Schools** of Jacksonville, on the local portion of the **Take Stock In Children** mentoring and scholarship program.

Governor's Special Recognition: Sunshine Network—Leon County

The Sunshine Network supported the Department of Juvenile Justice by providing in-kind production services for the "**Mentoring Makes A Difference**" public service announcements which promote the need for mentors and role models in the lives of juveniles.

continued on next page

1997 Governor's Community
Investment Awards Winners (cont.)



For-profit Corporation: SunTrust Bank of Southwest Florida—Lee County

SunTrust Bank and Junior Achievement helped the District Juvenile Justice Office set up a business designed for juvenile offenders to help pay restitution due to their victims. SunTrust was recognized for its work to fund the **Teen Co-op Junior Achievement Program** through foundation and grant awards.

Franchise: Tampa Foods, L.P.—Hillsborough County

Tampa Foods, L.P., (d/b/a Wendy's Restaurants) was recognized for its involvement with **Project Safe Place** since the program's inception in Hillsborough County in 1991.

Independent Business: Delco Oil, Inc.—Volusia County

Delco Oil, Inc. (d/b/a Fina Express Mart) was recognized for creating and supporting the **Volusia Sheriff's Youth Foundation**, which provides opportunities for youths to create positive relationships with the sheriffs.

Non-profit Corporation: Project Action Foundation, Inc.—Pinellas County

The Project Action Foundation was recognized for its **Scholarship Program** which provides disadvantaged and inner-city children, ages 4 to 18, an opportunity to obtain training in dance, gymnastics and the martial arts.



Shown here are the 1997 Governor's Community Investment Awards winners with Secretary Calbra Ross and Governor Lawton Chiles (seated right) and Florida Business Practices for Prevention Chairman Peter Roullet (seated left) back row in the Senate Chambers of the Historic Capitol.



DIRECT SERVICE VOLUNTEER COORDINATION

Volunteers have contributed to Florida's youth in the juvenile justice system for the past several decades, devoting countless hours and resources to making the juvenile justice system more effective. Traditionally, the greatest utilization of volunteers has been in the areas of religious activities and alcohol and substance abuse prevention programs. Since the inception of the department in 1994, a number of partnerships have been developed through board and council activity, Business Partners for Prevention and local government, churches and civic organizations. However, a statewide coordinated effort was needed.

In early 1997, the Volunteer Development Program was created to provide statewide coordination of direct-care volunteers—Florida citizens who freely give their time and talents working directly with community youths in the juvenile justice system. The Volunteer Development Program serves as the department's point of contact for the initiation and facilitation of volunteer initiatives that promote the agency's mission and strategies.

The mission of the volunteer program is to augment and enhance the jobs being performed by juvenile justice staff. The volunteer program enables the department to increase both the quality and quantity of juvenile justice services and programs provided throughout the system. Citizen volunteers serve as role models in many areas such as mentoring, tutoring, counseling, teaching, recreation, office support, family support, job skills training and job preparation, and positive use of artistic talents. Along with recruiting volunteers, the Volunteer Development Program encourages local churches, businesses and organizations to adopt a program or adopt a facility.

The Volunteer Development Program establishes and maintains active communication with institutions of higher education, state agencies, private and civic organizations and other pertinent groups on a statewide basis. Toward this goal, a volunteer coordinator position has been established in each district to work closely with the community in providing systematic recruitment and coordination of juvenile justice volunteers. To do this, the department was awarded an AmeriCorps VISTA (Volunteers In Service To America) Grant to fund District Volunteer Coordinators throughout Florida. VISTA provides full-time, work experience (up to three years) administered in partnership with the department. These grant-funded positions will enable the department to establish one volunteer coordinator in all 15 districts, as well as a headquarters position in Tallahassee.

District 2: The Intern & Volunteer Program in District 2 has recruited, screened and placed approximately 4,174 volunteers and interns since it was started July 1996. Over 33,900 hours of volunteer services have been provided. Volunteers are placed in various sites to provide mentorship, tutorial, cultural, educational, recreational, spiritual and administrative support. There are approximately 45 volunteer sites in District 2 where a community citizen may choose to perform volunteer services.

FAITH COMMUNITY NETWORK INITIATIVE

To further the goal of creating partnerships that enhance the department's mission, the Faith Community Network Initiative was established in FY 1996-97 to develop partnerships with the various faith communities throughout the state. This initiative involves faith community partners in providing prevention, intervention and diversionary programs to at-risk and delinquent youths.

The overall goal of this initiative is to establish a comprehensive partnership with the faith community in all 15 districts creating a statewide network of faith organizations committed to helping Florida's youths avoid criminal behavior. This network will identify the specific services available through these organizations. This initiative supports faith-based organizations in their efforts to develop and implement programs that meet the needs of youths and their families. This includes such services as job placement, educational assistance, mentoring, counseling, recreational activities, after-school programs, follow-up and after-care programs, and other support services. The initiative also establishes a positive, pro-active relationship with faith leaders to fully involve them in the juvenile justice system. It is hoped that this initiative will develop a faith-based resource of volunteers to work with community youths, both delinquent and non-delinquent.

District 4: The Lighthouse Project is a cooperative effort with the department and the faith community in Jacksonville. The mission of the project is to recruit the ecumenical involvement of faith community leaders and form partnerships with those professionals whose work positively impacts the quality of life for youths and their families.

PRIORITY ISSUE 3



Accountability

Internal systems for identifying and addressing unacceptable performance or disregard for policy have become essential to the effective operation of any government agency. Accountability systems must manage the agency's operations efficiently while ensuring appropriate checks and balances. Areas of greatest vulnerability must be identified, procedures must be defined, employees must be trained, and compliance must be required. Failures should be addressed quickly and fairly so that the integrity of the system is maintained. Building accountability is, therefore, another of the department's top priorities.

JUVENILE JUSTICE ADVISORY BOARD

The Florida Legislature created the Juvenile Justice Advisory Board in 1994 to monitor the effectiveness of the juvenile justice system. The board's responsibilities include reviewing and recommending policies governing the operation of programs, services, and facilities operated by the department. The board is required to establish and operate a comprehensive system to measure and report program outcome and effectiveness every year for each program operated by the department, or by a provider under contract with the department. The board uses this information to make recommendations to the legislature.

PERFORMANCE-BASED PROGRAM BUDGETING

In order to improve accountability and comply with legislative directives, the department began working on performance-based program budgeting for implementation in FY 1998-99. The department submitted and received approval for three programs: prevention and early intervention, detention, and juvenile offender.

Draft performance measures have been developed with provider input and are under negotiation with the department's stakeholders, including the Governor's Office of Planning and Budgeting and the legislature's substantive and fiscal committees.

OFFICE OF THE INSPECTOR GENERAL

The department's Office of the Inspector General is an integral part of the accountability system providing independent, reliable audits and investigative services. This includes compliance with statutory mandates and ensuring that services are provided to youths. The office conducts audits and investigates to promote economy and efficiency, and detects and deters fraud, waste, abuse and staff misconduct. The Incident and Complaint Hotline operates on a 24 hour-a-day basis. As of May 1997, over 6,000 incidents were reported, reviewed, classified and assigned through the hotline. To further the department's mission of public safety and a qualified work force, the Background Screening Unit provides criminal history and drivers' license checks on all departmental employees and contractual provider staff members who work directly with juveniles. The process assists in ensuring only those persons who meet statutory and departmental standards for good moral character are selected.

QUALITY ASSURANCE

The department is required by statute to monitor the quality and effectiveness of all programs and services operated by or under contract with the department. Using the precepts of Total Quality Management and a peer review process, the department has developed quality standards for all major juvenile justice program types.

The 1996 Quality Assurance Report compiled the findings of the peer review teams for 491 separate programs. The report was submitted to the Governor and the legislature in February 1997. This report compares the quality and performance of each juvenile justice program in the state. Of those programs reviewed, 91 percent met at least the minimum levels of performance established by the department. Nine percent of the 491 programs were unable to meet these minimum performance levels and were reviewed again within six months of the first review. Two programs were closed as a result of the 1995-96 quality assurance process.

Programs that reached the superior performance level received recognition. Contracted programs unable to



meet the minimum performance threshold will lose their contracts unless documented extenuating circumstances can be shown. Although the statutory requirement for quality assurance does not refer to state-operated programs, similar measures are taken if minimum performance thresholds are not met upon review. The quality assurance process ensures that juvenile justice programs in Florida are continuously improving.

ENSURING A QUALIFIED WORK FORCE AND STAFF DEVELOPMENT

The Juvenile Justice Reform Act of 1994 changed the philosophy and organizational structure for administering Florida's juvenile justice system. The subsequent creation of the department was an attempt to establish a criminal justice system for juvenile offenders. In order to move toward a full-fledged criminal justice agency, the department has developed a five-year plan to train its staff and provide employment standards and benefits consistent with other criminal justice agencies such as the Florida Department of Law Enforcement and the Department of Corrections.

Professional training is overseen by the Juvenile Justice Standards and Training Commission. Established by law as a 17-member commission, the members include the Attorney General or designee, the Commissioner of Education or designee, a member of the juvenile court judiciary appointed by the Chief Justice of the Supreme Court, and 14 members appointed by the Secretary of the Department of Juvenile Justice. The department and the commission are working together on the third year of the five-year plan to create a certifiable training program. The goal is to have all direct care employees certified by FY 2000-2001.

This group, along with the department's staff development team, assures that all direct-care service employees receive appropriate training. They develop, implement and maintain curricula used in training juvenile justice program staff at the basic, advanced and career development levels. The department contracts with two Juvenile Justice Training Academies located at Tallahassee Community College and the University of South Florida to provide standardized curricula for training new direct-care service employees.

BUILDING EQUITABLE PROGRAMS, SERVICES AND PRACTICES

Departmental accountability also includes the implementation of culturally-competent and gender- and racially-equitable programs and administrative practices. To accomplish this goal, the department has developed specific programming focusing on the provision of services to female juvenile offenders and discrepancies in the representation of minorities in the juvenile justice system.

Girls Initiative

The Girls Initiative is part of the agency's strategy to promote effective, gender-specific programming. Implementing policies and practices that prohibit gender bias in placement, treatment and services rendered is a top priority. Thus, the department will address the needs of girls who are currently involved in the juvenile justice system and girls who are at risk of entering the juvenile justice system. This includes:

- Promoting gender awareness within the juvenile justice system,
- Developing work groups to address specific girls issues or projects,
- Addressing systems issues relating to girls,
- Coordinating new and existing projects specific to girls,
- Providing a clearinghouse for information on girls, girls projects and programs, and
- Involving key partners in the planning and development of the Girls Initiative.

The major priority areas of the Girls Initiative are education and awareness, research and data, training, technical assistance, and program and policy development and implementation.

As part of the Girls Initiative, the department has received funding from the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP) under the Challenge Grant, to specifically address gender awareness and sensitivity within the juvenile justice continuum. The Challenge Grant is overseen by a State Advisory Group appointed by the Governor.

In the future, the Girls Initiative will provide programmatic direction and continuity of efforts. By focusing current resources, changing practices and behaviors, and maintaining a strong commitment and dedication, this initiative will address Florida's needs and potentially serve as a national model.

Listen To Girls!!! Campaign

To introduce the Girls Initiative, the department developed the Listen to Girls!!! Campaign for the purpose of creating public awareness of girls in the juvenile justice system and providing an educational component that addresses the specific issues and needs of the adolescent female.



Secretary Ross and Governor Chiles join Olympic athlete Kim Batten and young women from the Tallahassee PACE Program for Girls at the "Listen to Girls!!!" kick-off press conference.

Kim Batten, Olympic Silver medalist and current world record holder in the women's 400 meter hurdles, assisted the department with this campaign. Ms. Batten is particularly committed to addressing issues regarding young women. Raised in inner-city Rochester, New York, her educational background and personal experiences give her an understanding of issues and specific needs related to females and at-risk youths.

In March 1997, the department released the *Listen to Girls!!!* video public service announcement featuring Ms. Batten. This announcement was designed to create public awareness of girls in the juvenile justice system and to encourage adults to become actively involved in their lives. In addition to the public service announcement, the department has developed an educational video that addresses specific issues of the adolescent female. Targeted for release in late 1997, the educational video along with a companion curriculum and workbook will be used in detention centers and commitment programs that serve girls. It will also be used for grant and prevention programs that either serve girls or have gender-specific components.

JUVENILE JUSTICE INFORMATION SYSTEMS

The department is addressing the need for technology support to build accountability through the development and enhancement of the department's information systems, automating the collection, maintenance and dissemination of information about juveniles in the system.

The *Juvenile Justice Information System Technology Infrastructure* project has placed more than 2,000 personal computers, 100 local area networks and 70 wide area networks in district program offices, detention centers, the Dozier School, assessment centers and case management offices. This is the foundation for building a client/server system of personal computers connected with a statewide network for the new Juvenile Justice Information System. This new system takes advantage of the network infrastructure to add additional applications over time without having to make additional major investments and support office automation capability. Personal computers and net-

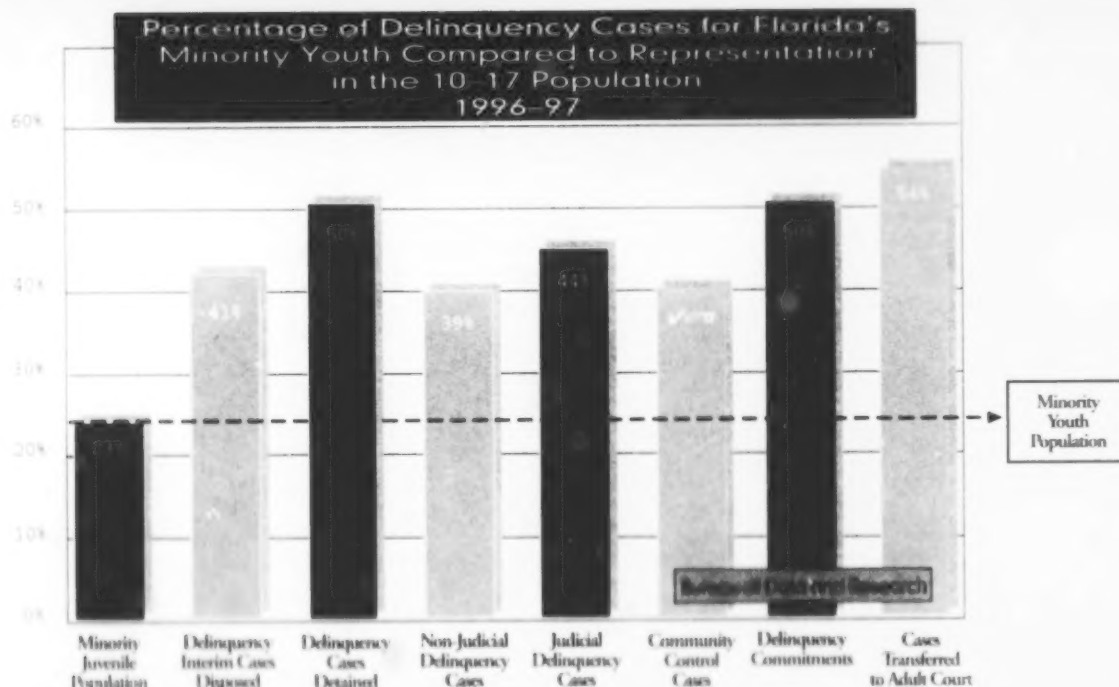
works will serve as the structure to build the prevention, intervention, commitment and detention components of the Juvenile Justice Information System.

The *Detention Management System* has automated intake, case management and administration of the department's 20 regional detention centers. This project allows detention center staff to complete required paperwork and includes all the forms required by the new detention manual. One of the main objectives of the system is to reduce manual paperwork and report calculations which require large amounts of staff time that could be better used by working with the youths.

The *Interagency Data Exchange* is directed at automating the exchange of information among the various state, local, private and federal agencies that are involved in the juvenile justice process.

The *Juvenile Justice Information System Data Base Development Project* created a data model that fulfills the data requirements for all aspects of the juvenile justice continuum.





Whereas minorities make up only 23 percent of Florida's juvenile population ages 10-17 years, they account for a much larger proportion of delinquency cases and dispositions.

MINORITY OVER-REPRESENTATION

By definition, "minority over-representation" is a term used to describe the discrepancy between the percentage of minority youths in the juvenile justice system as compared to the group's population in society at large. Minority youths in Florida's juvenile justice system are over-represented at every decision point in the service continuum. For this reason, Florida has been at the forefront of this critical issue since the late 1980s.

In FY 1996-97, \$775,000 was appropriated by the legislature to fund seven new programs in Districts 2, 3, 4, 6, 9, 10 and 11 that address the needs of minority youths. Florida's Minority Over-Representation Initiative is not just the development of new programs, it is a new way of thinking about the process for handling youths who enter the juvenile justice system. The department will accomplish the task of furthering the goals of this initiative by increasing public awareness of minority over-representation in the system and training department staff.

***District 11:** In District 11, the minority over-representation initiative began in February 1997. Although physically housed in the FLOYD House (Family Life Orientation and Youth Development House), a non-residential commitment program, the minority over-representation initiative is*

operated separately from the FLOYD program. The initiative targets first-time juvenile offenders and youths identified as at risk of delinquency. Currently, the initiative is serving 75 African-American and Hispanic males and females with academic and vocational instruction, counseling, social rehabilitative activities, and community awareness, enrichment and involvement activities.

Data & Research

Included in the process is the annual performance report which assesses the department's progress on strategic issues. The department collects, analyzes, and reports a significant amount of data on a regular basis. The responsibility for formulating the department's strategic planning process and producing the annual *Agency Strategic Plan* rests with the Bureau of Data & Research. In FY 1996-97, the department published and distributed internally and to other criminal justice agencies and the general public 48 data and research reports in print and electronic forms. Statistical reports and studies may be found by accessing the Internet at the following address:

<http://www.dos.state.fl.us/fgjls/djj/mainindex.html>

As We Look To the Future



The State of Florida is anticipating a 21 percent growth in the population of youths, ages 10 to 17, over the next decade. Though the department will continue to respond to the demand for opening new beds, slots and programs to ensure public safety, the focus will be on preventing juvenile delinquency.

Since a government agency cannot reduce juvenile delinquency alone, the department will strive to form partnerships at all levels to organize communities and to meet local juvenile justice needs. These partnerships will make efforts to reduce juvenile delinquency more effective.

The lasting contribution that one person, one business, or one community organization can make in the life of a youth is the cornerstone to building a safer future. Volunteers and organizations are encouraged to call the Department of Juvenile Justice and get involved.

I was sentenced to the Manatee County Sheriff's Office Bootcamp in May 1996. Believe it or not it was probably the thing that made the greatest impact on my life. It was there that I met Deputy Pentaloza. He was the first person in my life that really made me think that I had a future and I could make something out of my life. The most important effect he had on me was to improve my self-esteem and motivated me to not only do 100% but to give 110%. He always told me the 100% was for me and the 10% was for him. If I had something on my mind I would go to him before I would go to anyone else. He would always give me suggestions on how I could handle the situation I was confronted with.

Joshua

Juvenile Justice Week District Essay Winner (Excerpt)
"The Person In My Life Who Has Had the Most Positive Impact"

As a child in St. Petersburg, I had many positive role models to help me get where I am today. Because of them, I knew that my possibilities were endless. You too can help our children fight the war against alcohol, drugs and crime. Volunteer today to help them learn the value of staying in school, finding a good job and living a productive life. You have a lot to give. Mentoring really does make a difference.

Angela Bassett

Actress

"Mentoring Makes a Difference"

Public Service Announcement

I was fortunate to have positive role models in my life—my mother and my coaches—who encouraged me to do my best and turn away from bad influences and temptations," said Batten, a Florida State University graduate. "Their support helped me succeed. I want the same for other young women.

Kim Batten

Olympic Silver Medalist

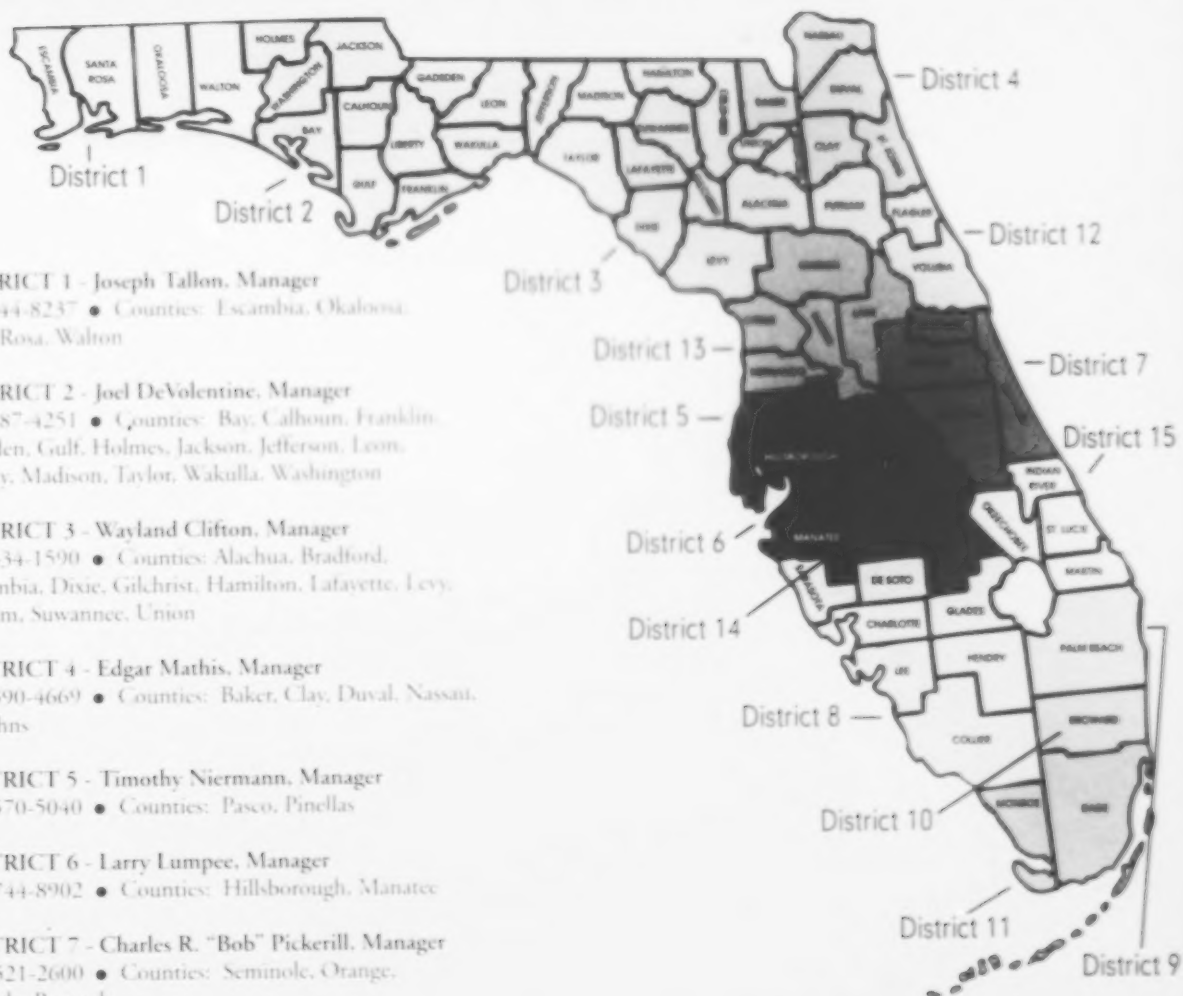
"Listen to Girls Campaign"

Even though I am only thirteen, I understand the important qualities in people. No, my father is not famous or filthy rich, but he does have a terrific sense of humor and he is honest. These are qualities that I have observed and admired and have decided that these are the qualities that I want to cultivate in myself.

Nehemie

Juvenile Justice Week District Essay Winner (Excerpt)
"The Person in My life Who Has Had the Most Positive Impact"

Juvenile Justice: Building a Safer Future.



DISTRICT 1 - Joseph Tallon, Manager
850/444-8237 • Counties: Escambia, Okaloosa, Santa Rosa, Walton

DISTRICT 2 - Joel DeVolentine, Manager
850/487-4251 • Counties: Bay, Calhoun, Franklin, Gadsden, Gulf, Holmes, Jackson, Jefferson, Leon, Liberty, Madison, Taylor, Wakulla, Washington

DISTRICT 3 - Wayland Clifton, Manager
352/334-1590 • Counties: Alachua, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Putnam, Suwannee, Union

DISTRICT 4 - Edgar Mathis, Manager
904/390-4669 • Counties: Baker, Clay, Duval, Nassau, St. Johns

DISTRICT 5 - Timothy Niermann, Manager
813/570-5040 • Counties: Pasco, Pinellas

DISTRICT 6 - Larry Lumpee, Manager
813/744-8902 • Counties: Hillsborough, Manatee

DISTRICT 7 - Charles R. "Bob" Pickerill, Manager
407/521-2600 • Counties: Seminole, Orange, Osceola, Brevard

DISTRICT 8 - Edward M. "Mike" Buff, Manager
941/338-2656 • Counties: Sarasota, De Soto, Glades, Charlotte, Lee, Hendry, Collier

DISTRICT 9 - Ron E. Williams, Manager
561/616-1560 • County: Palm Beach

DISTRICT 10 - Kim Gorsuch, Acting Manager
954/467-4381 • County: Broward

DISTRICT 11 - Joseph Ingraham, Manager
305/637-2911 • Counties: Dade, Monroe

DISTRICT 12 - Jan Abce, Manager
904/947-3591 • Counties: Flagler, Volusia

DISTRICT 13 - Ron Goates, Acting Manager
352/620-7807 • Counties: Citrus, Hernando, Lake, Marion, Sumter

DISTRICT 14 - Greg Chinault, Manager
941/534-0231 • Counties: Polk, Hardee, Highlands

DISTRICT 15 - Vern Melvin, Manager
561/467-3166 • Counties: Indian River, Okeechobee, St. Lucie, Martin

DOZIER TRAINING SCHOOL - Roy McKay, Superintendent
850/482-9700 • County: Jackson

To Get Involved, Call Your Juvenile Justice District Office Today!

www.djj.state.fl.us

26